



World Health
Organization

WHO Symposium on Health Financing for UHC

A closer look at fiscal space and public finance issues in
health

Montreux, 14 November 2019

Performance frameworks for programme budgets *friend or foe for better accountability in health?*

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Current status of PB reforms worldwide

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‘Success consists of going from failure to failure without loss of enthusiasm’

Winston Churchill



Strategic opportunities PB for health

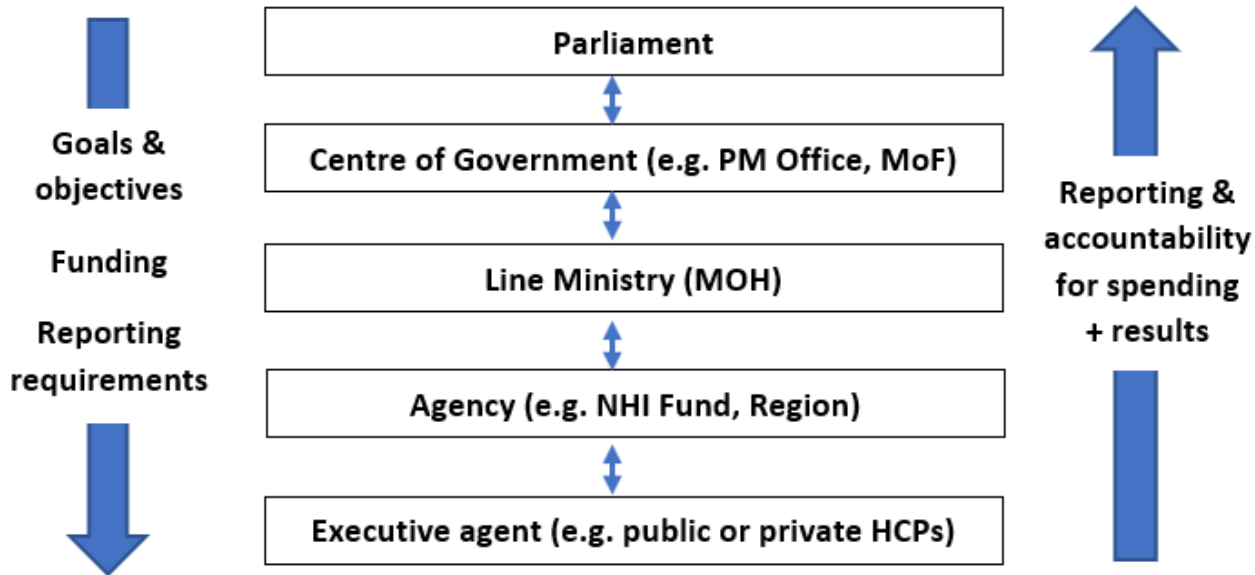
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- » better position in the multisectoral competition for funds
- » securing resources to realise national and sector priorities
- » provide autonomy and flexibility for those in the health sector

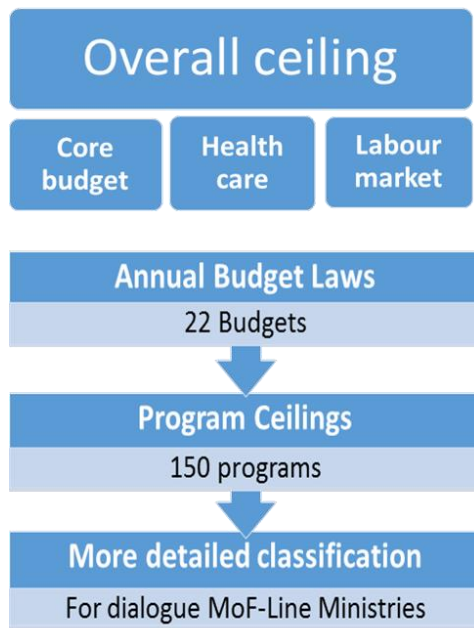
Typical chain of PB accountability

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Relaxed input controls require trust and predictability

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Example: The Netherlands

- Expenditure ceilings are set for 4 years
- Setbacks have to be compensated within the ceilings
- Some reallocations in annual budget process
- Parliament annually authorizes program ceilings (MoH:11)
- Reallocation requests for program ceilings during budget execution: MoH->MoF->Parliament
- Reallocations within program ceilings: MoH notifies MoF, who will be OK as long as program ceilings are kept

Why would the MoH be trusted so much autonomy?

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Government spending is reliable and transparent and so is performance information

www.rijksfinancien.nl/

Key features effective PB frameworks

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- » Integrate objectives, funding and performance measures
- » Are aligned with national, sectoral, regional and organisational planning as well as with budgets
- » Prioritise objectives and priorities across different layers of government (related) organisations
- » Involve sector in design and operation of framework

Design features: clear, realistic and ambitious goals

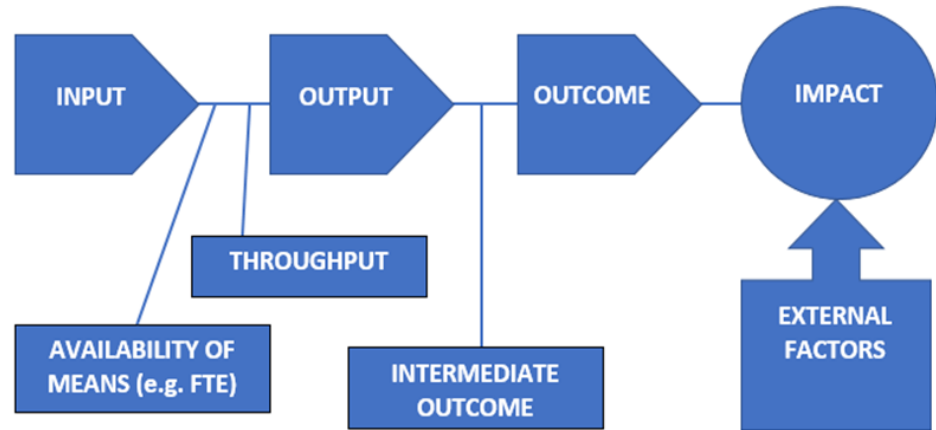
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- » A problem analysis that links to baseline measurements, norms or benchmarks
- » Clear definition of phenomenon that policy should impact
- » Direction that phenomenon should develop

Design features: indicators

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- » Output or outcome target is never a goal at itself



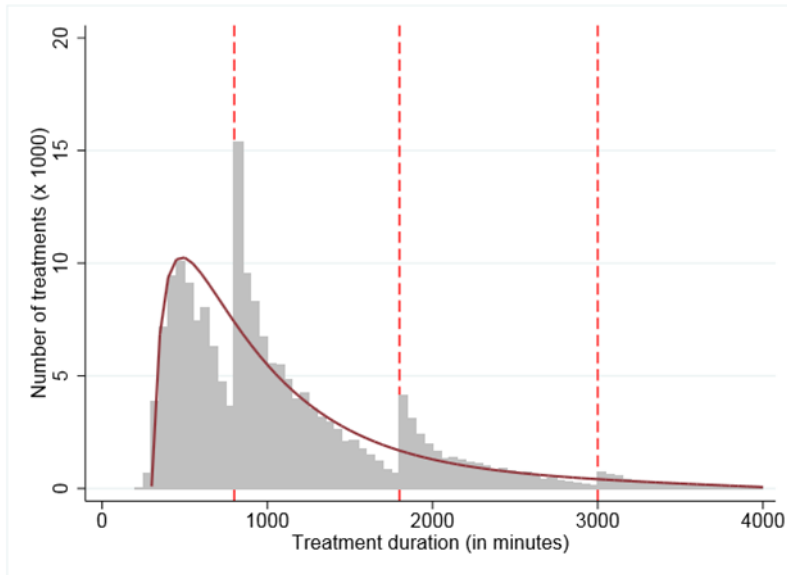
Challenges to overcome

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- » Data quality
- » Underutilization of performance information
- » Information overload
- » Short term focus on reform results
- » Unintended consequences of performance targets

Behavioural effects

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Opportunities performance & budget accountability

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- » Establish stronger ties between health sector and center of government (e.g. MoF)
- » Investments in availability and quality of data

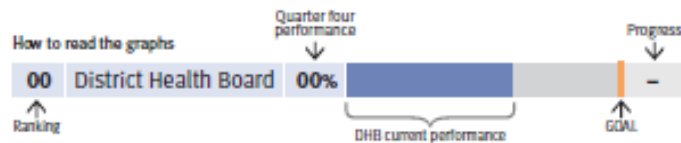
Opportunities performance & budget accountability

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- » Strengthen parliamentary oversight
- » Inform citizens about their government's promises, efforts and results
- » Engage professionals and media in identifying problems and seeking improvement

e.g. New Zealand

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Improved access to elective surgery

The target is an increase in the volume of elective surgery by an average of 4,000 discharges per year. DHBs planned to deliver 192,237 discharges for the year to date, and have delivered 11,798 more.

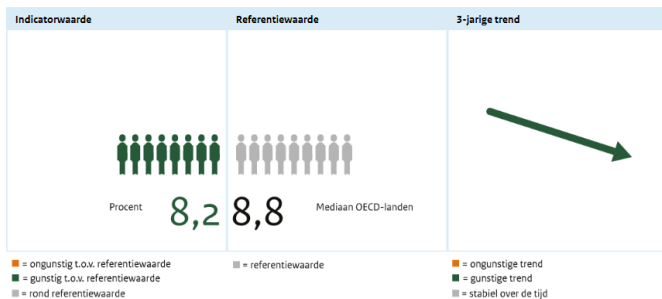
		Quarter four performance (%)	Progress against plan (discharges)
1	Northland	123	▲
2	Waikato	114	▲
3	Taranaki	114	▲
4	Waitemata	111	▲
5	Tairāwhiti	110	▲
6	Hutt Valley	109	▲
7	Whanganui	107	▲
8	Bay of Plenty	107	▲
9	Counties Manukau	107	▲
10	Nelson Marlborough	105	▲
11	MidCentral	105	▲
12	South Canterbury	104	▲
13	West Coast	104	▲
14	Canterbury	102	▲
15	Lakes	101	▲
16	Hawke's Bay	101	▲
17	Wairarapa	101	▲
18	Capital & Coast	101	▲
19	Southern	99	▼
20	Auckland	98	▼
	All DHBs	106	▲

100%

State-of-the-art features performance portals

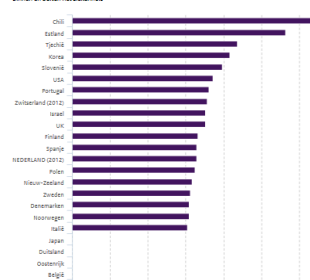
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30-dagen sterfte na ziekenhuisopname voor acuut myocardiinfarct

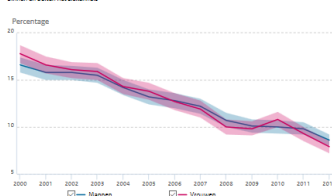


- » indicators with a reference value
- » medium and long term historical trends,
- » international benchmark data
- » download button for the underlying open data

30-dagen sterfte na ziekenhuisopname voor acuut myocardiinfarct 2015



30-dagen sterfte na ziekenhuisopname voor acuut myocardiinfarct 2000-2012



Bron: Landelijke Basisregistratie Ziekenhuiszorg (LBZ)

- Gestandaardiseerd naar de OECD 2010 standaard van 45 jaar en ouder
- R² = 93% betrouwbaarheidsinterval

Sequencing of PB reform

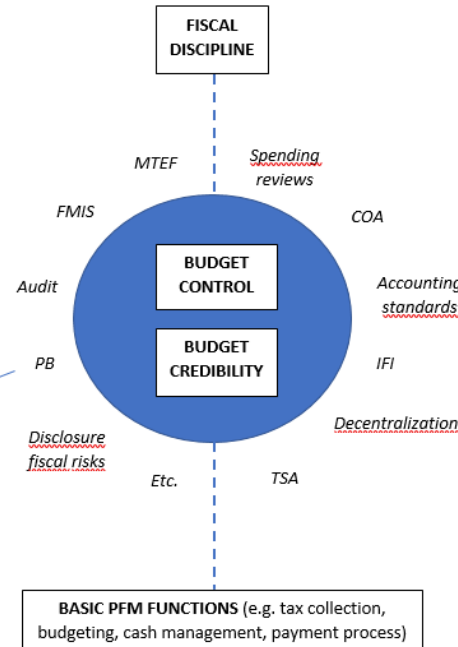
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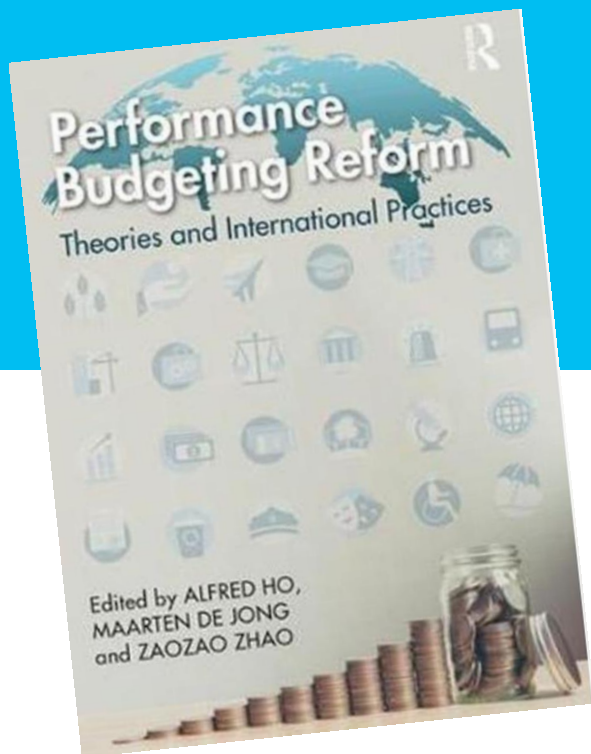
As a **Public governance reform**, PB can support value for money by:

- Aligning goals and resources for policy implementation
- Enhanced transparency and oversight
- Increase operational efficiency and quality of service delivery
- Fostering public sector learning and innovation

As a **PFM reform**, PB can support budget realism and a stronger role of **MoF** by:

- Assisting bottom up budget preparation
- Strengthening budgetary dialogue between **MoF** and ministries/agencies
- Increase **MoF** ability to resist spending pressures and timely detect fiscal risks
- Increasing relevance and quality of spending reviews and evaluation
- Substantiating spending levels MTEF





Thank you!

